

2004 Retreat Decision: Focal Points for 2005, Final Year of Plan

- ✚ Anniversary scheduled activities
- ✚ Citizen Corps
- ✚ Program Liaison options
- ✚ Volunteer Best Practices Promotion
- ✚ Volunteer Administrator Training on Competencies

Address "Program Liaison" issue:

- ✚ Commissioners are still split over how to connect to programs. There was a discussion of how much time/effort went into formal organizing and training and documentation of Program Liaison initiative. Yet, commission members and program staff still didn't connect well. Lots of hanging back on both sides.
- ✚ Judi agreed to compile list of suggestions that were offered and bring one recommendation to November board meeting.
- ✚ Suggestions:
 - Re-establish program ambassador concept under which commissioners serve as ambassadors on behalf of the board to programs. Only those Commissioners who wanted to participate would sign on and, rather than being assigned to a particular program, the group would share/rotate the responsibilities among themselves.
 - Visit National Service programs as part of board meetings – ask them to host board meeting.
 - Commissioners make special effort to be at the meetings in which programs participate – April recognition; continuation grant presentations; etc.

Opening

Commissioners had been given one year's worth of minutes to read before coming. Two groups were formed and each developed a "River of Time" that depicted the Commission's 10 year history in terms of significant events and how they effected MCCA. Symbols used on the river map showed white water, rocks, sand bars, eddys, calm water, etc.

This work helped everyone gain a sense of significant events that were not part of the current group's memory, the amount of work accomplished, and the strengths of the organization.

Glad - Sad - Mad: In the past year, what events provoked these reactions?

<u>Glad</u>	<u>Sad</u>	<u>Mad</u>
<ul style="list-style-type: none"> ▪ Contribution to Realize! Maine (2X) ▪ Connecting schools and service through the chestnut project ▪ MCCA relationship with the rest of the volunteer sector and the Gov.'s Office ▪ Compatibility between mission and grant awards ▪ Glad the MCCA culture lives the "learning organization" model ▪ Joint projects with the Maine Volunteer Connection ▪ Upgrade of both MCCA websites ▪ New CNCS leadership ▪ Undertook education and advocacy ▪ Commissioner "bonding" through retreats 	<ul style="list-style-type: none"> ▪ Task Forces not all effective or active ▪ Lack of strong connection with VISTA ▪ Grantmaking perceived as unfair and "off mission" 	<ul style="list-style-type: none"> ▪ Audit finding of \$300,000 (even though it was reduced to \$50K) ▪ Resources we had to expend over Congressional issues last year
<div style="text-align: center;"> <div style="border: 1px solid black; padding: 5px; display: inline-block;"> <p>← Straddle Sad/Mad →</p> <ul style="list-style-type: none"> ▪ ASC ▪ Community Access TV not used </div> </div>		
<div style="text-align: center;"> <div style="border: 1px solid black; padding: 5px; display: inline-block;"> <p>← Marketing →</p> </div> </div>		
<ul style="list-style-type: none"> ▪ Program liaison system didn't function ▪ Senior Corps ties ▪ Volunteer centers ▪ Task Force structure "crumbled" ▪ Conservation Corps reaction ▪ Planning grants & applications (2X)¹ 	<ul style="list-style-type: none"> ▪ Amount of bureaucracy and politics nationally ▪ Funding lost ▪ SPO re-organization 	

¹ Point of Clarification: 3 of the 4 planning grants *did* apply for operating grants and received awards. In other words, 75% of the planning grants turned into new programs. Anyone know why the perception of failure persists?

Assessment of Task Forces - Commission Operating Process

Worked?	Task Force	Notes
+	Public Information & Education (aka Marketing)	<ul style="list-style-type: none"> ▪ Clarity of purpose ▪ SMART objectives ▪ Staff assigned to support it ▪ Concrete tasks
+	Grant Selection & Performance	<ul style="list-style-type: none"> ▪ Has deadlines ▪ Built-in accountability ▪ Inside support/staff assigned ▪ Regular, episodic (?) ▪ Members have a certain skill set and interest that matches work
+	Training	<ul style="list-style-type: none"> ▪ Event based ▪ Used outside people for added members ▪ Staff involved ▪ Initially drew on Muskie contractor for assistance
--	Tools, Data, Resources	<ul style="list-style-type: none"> ▪ Vague direction ▪ No deadlines; no perceived urgency ▪ No staff support was tapped ▪ Confused about relationship to other TFs ▪ Later in year discovered some things we were working on were done (staff went ahead and did with aid of Muskie)
/	Citizen Corps	<ul style="list-style-type: none"> ▪ Has staff so gets things done ▪ Feels often like it is wandering at times ▪ Does function ▪ "Waiting for the bell to ring"
--	InterAgency Relationships	<ul style="list-style-type: none"> ▪ Stealth committee; no action

To address the tasks assigned to non-functioning task forces, group decided to:

- Move "Tools" to training task force
- Move "Data" to marketing task force
- Make "Resources" an ad hoc issue
- Make inter-agency relationships an ad hoc issue

Strategic Plan Review

The 2002-2005 Strategic Plan was reviewed, item by item, by the entire group. The goal was to determine which things were either done or underway, remaining as work to do in next 12 months, or being dropped from plan in light of the 12 months left.

The results of this work are attached.

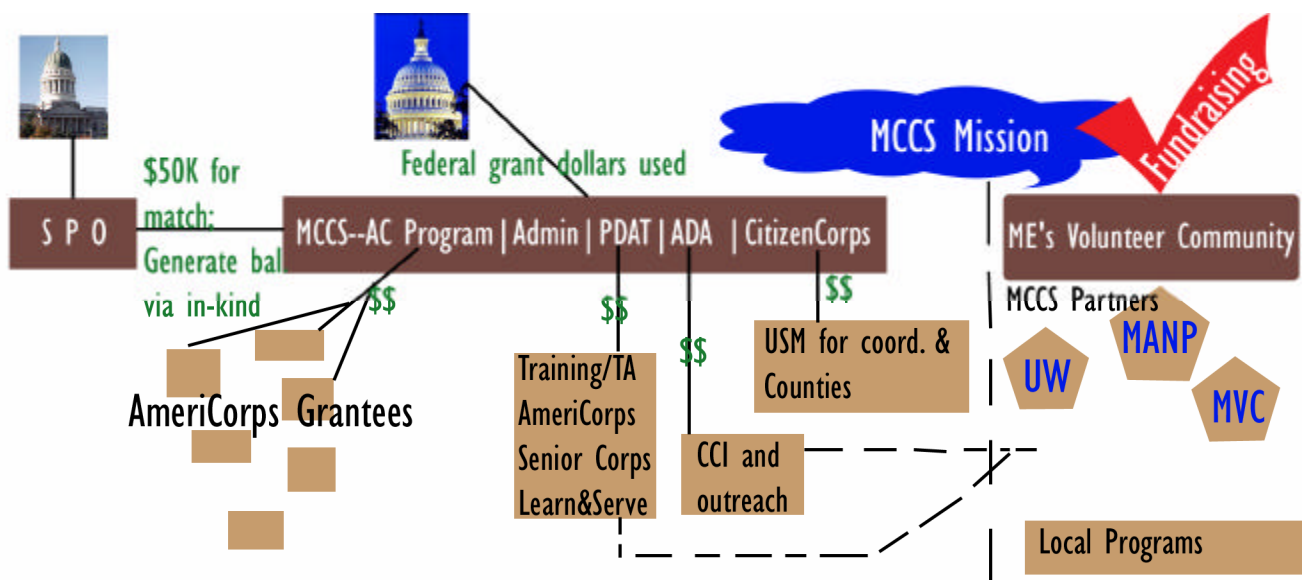
The facilitator noted that M CCS is one of a very few agencies he has ever come across that use their Strategic Plan as a working document. He complimented the group.

Learnings and Values Noted from Retreat Work (thus far)

- M CCS does assist volunteerism
- Does have “paddles” and makes connections
- Has and needs variety on commission (legislative impediment to having elected reps serve?)
- Need to become pro-active; take initiative
- We are making a difference
- Do have clarity of role/sense of identity
- Creativity is a characteristic of M CCS
- Persistence – M CCS does overcome adversity
- Has matured
- Has a culture that is healthy; is very much a “learning organization”; culture not dependent on personalities serving – has lasted through changes

What is the M CCS Board's role in fundraising?

Not fundraising in traditional sense – for own needs. Anne developed “visual aid” that captured the essence of the “wrestling” with this issue that took place.



What will be Emphasized for next 2 years? What need to keep our eye on (in our sight)?

Emphasis for next 2 years:

- Our mission
- What is within our control
- Finish the good things we have underway
- Board alignment/staff

Vision (keep in our sights):

- SPO relationship
- Grants, technical assistance, training
- Be proactive, not reactive
- Funding
- Partnerships – increase
- Look at foundations, endowment, etc.
- Bolster Board –
 - Cycle of turnover
 - Add corporate people
 - Doers
 - Gain political access
 - More folks on nominating committee

By 2007, the 3 things MCCA will be able to brag about – a logo & motto representing 05/06/07

Three groups of Commissioners worked on this exercise which aimed to gel the brainstorming and discussion into goals or outcomes.

GROUP A.

Three things to brag about:

- Universal access of volunteer management, opportunities and training through the internet.
- Regular alternative revenue stream not connected to Federal \$\$ (e.g., Corporate partner)
- Representative Board (sector, region, target population, etc.)

Motto: “Making the Connection”

Logo:



GROUP B.Three things to brag about:

- Closer coordination of all volunteer activities in State.
- Statewide implementation of Volunteer Solutions/VolunteerMaine.org.
- More pro-active
- Recognized as a resource for training and technical assistance for nonprofits, communities, and other orgz that use volunteers.
- Coordinate and convene all national service programs.

Motto: Building Stronger Communities through Service

Logo:

**GROUP C:**Three things to brag about:

- AmeriCorps graduate running for Governor
- Developed a sustainability plan for the commission
- Facilitating Community Networks/partnerships

Motto: "Sewing the Seeds of Service"

Logo:



Looking Externally and Internally: Strengths, Weaknesses, Opportunities, Threats

As MCCC members prepared to take the work and decisions of this weekend back to the “real world”, this assessment made everyone aware of environmental influences and realities.

	<i>Internal Focus</i>	
	<i>Strengths</i>	<i>Weaknesses</i>
P	<ul style="list-style-type: none"> ➤ Better relationship with nonprofit peers ➤ Stan Gerzofsky’s support ➤ Kim’s legislative knowledge 	<ul style="list-style-type: none"> ➤ New SPO relationship ➤ Legislative presence poor ➤ Low influence/low connection in State Govt ➤ Commissioner engagement (all not involved)
E	<ul style="list-style-type: none"> ➤ Know how to leverage dollars ➤ Predictable funding source ➤ Grants to give out ➤ Training, KSA’s ➤ Creativity – do something with nothing ➤ Good staff 	<ul style="list-style-type: none"> ➤ Give little \$\$ ➤ Funding sources have issues ➤ Perception it is “too difficult to get a grant” ➤ Lack of data on causation
S	<ul style="list-style-type: none"> ➤ Long term grant philosophy ➤ Energy ➤ Operational strategic plan ➤ Low failure rate 	<ul style="list-style-type: none"> ➤ Turnover of Commissioners ➤ No orientation plan for new commissioners ➤ Busy people serving ➤ Staff tenure is long ➤ “unknown” – no recognition outside ➤ Considered irrelevant in some circles because deal with volunteer service ➤ Complexity of what we do
T	<ul style="list-style-type: none"> ➤ Tech savvy staff and contractors ➤ University studies commissioned and done ➤ Grant process ➤ Strategic Plan ➤ Web Site 	

*Note: “PEST” sort used but not clear on flip chart for this part of the matrix.

	<i>External Focus</i>	
	<i>Opportunities</i>	<i>Threats</i>
	<ul style="list-style-type: none"> ➤ Relationships with other statewide agencies/orgz ➤ Kim’s knowledge of Statehouse ➤ Educate the Governor about service importance ➤ Mitchell Institute – overlap interests ➤ Increased emphasis on security/Citizen Corps ➤ Maine high rate of volunteering ➤ White House recent support ➤ Kerry? Seems to support ➤ Regionalization talk ➤ Maine as destination for younger retirees ➤ Maine offers safety (young families, et al) ➤ Here, people matter and can make a difference ➤ Gov. emphasizes education; National Service ed awards 	<ul style="list-style-type: none"> ➤ Lack of public clarity/understanding around VISTA and AmeriCorps ➤ Supports for AmeriCorps volunteers (Section 8 and others) eroding ➤ High legislative turnover ➤ “Politics” on all levels ➤ Tax Cap – potential impact on ability of local orgz to support AmeriCorps volunteers ➤ SPO leadership not fully understanding ➤ Low growth economy; what is the next Maine economy? ➤ New people ➤ Perception “volunteers are not essential” ➤ Increases in housing costs → relationship to wages ➤ Transportation difficulty throughout state ➤ 2 Maines! ➤ Absentee Mainers – own property but don’t live here or support community